

ASSISTANT DIRECTORS' MEETING

AGENDA

Director's Conference Room, First Floor
Administration Building
On Monday, 12 April 1954, at 1100 Hours

CIA Employees as Witnesses

Mr. Dulles

✓ Personnel Ceilings

Mr. Dulles

Area Division Chiefs Now Included In This Meeting

Mr. Dulles

25X1 Announcement of as Management Officer

Gen. Cabell

Two Recent Personnel Problems

Mr. Kirkpatrick

Problems in Termination of Contract Agents

Mr. Kirkpatrick

Guest Lecturers

Mr. Baird

Office of Personnel and Some of Its Major Problems

Mr. Reynolds

Control of TDY Travel in FE Area

Mr. Aurell



1. Procedures When Called as a Witness

Mr. Dulles stated that there were certain situations in which CIA employees might be called as witnesses which he considers proper and others which he would personally attend if the Agency is to be represented at all. All such requests for witnesses should be referred to Colonel Edwards, Director of Security. Colonel Edwards will advise with Mr. Dulles or other appropriate officials in the Agency. Colonel Edwards pointed out that this procedure applies also to those who appear before Boards (such as Loyalty Boards) and that each case should be examined to determine its seriousness. The Security Office is then in a position to advise the employee and to assist him. They are frequently able to prepare a paper for the Board precluding the necessity of the individual to attend.

2. Personnel Ceilings

Mr. Dulles stated that we have had our Appropriations Committee meeting and that it appeared to go very well. He complimented those responsible for preparing our case. He said that we have no final word from the Committee and we have a few other statistics yet to present. He said that there was a certain amount of puzzlement by the Committee as is always the case and that we always have our greatest difficulty on the personnel side, particularly personnel stationed in Washington. He cautioned that we must this year particularly try to reduce our personnel. We must study it carefully and hope that we can do something about it.

3. Area Division Chiefs Now Included in the Meeting

Mr. Dulles announced that the Area Division Chiefs would, effective with this meeting and henceforth, be included in the monthly AD's Meeting.

4. Signing of the "Believers" Form

Mr. Dulles said that the question had been raised as to whether personnel of CIA should sign the "Believers" Form in connection with the McCarthy-Benton Case. Mr. Dulles said that our personnel should not become involved in public political controversy in any way. We are denied this activity by the Hatch Act, but our responsibilities go even deeper than the Hatch Act. Personnel of CIA must accept certain inhibitions when they are employed in this Agency. If they are not willing to accept these inhibitions, they should resign and then they could feel free to be active in whatever field they desire. Mr. Wisner suggested that, rather than wait for this sort of thing to come up, the information

regarding signatures on this particular form should be passed down through channels now so that personnel can be informed in advance. He suggested that it be done through staff meetings. Mr. Dulles agreed.

5. Announcement of Management Staff

25X1 General Cabell announced the formation of the Management Staff with [] as Management Officer. He pointed out that it actually was an organization rather than a reorganization of existing units, although several existing units are assimilated into the Management Staff. He read from the Regulations announcing the establishment of the Staff and emphasized the Regulations control, management improvement, and organizational functions of the new Staff. 25X1 Mr. Dulles said that the task was a most important one and asked that [] see him in the near future.

6. Personnel Appeals to IG

Mr. Kirkpatrick stated that in most individual appeals which he receives the cases are already very sour. Therefore, he has had to confine his efforts to getting the people to leave feeling at least that their case has been thoroughly heard. Mr. Kirkpatrick said that usually the Agency is bettered by these people leaving, but that there had been a few cases where valuable personnel could have been saved. He recommended that where personnel matters are concerned, the supervisor should take positive, prompt action on such matters as promotions and transfers. Where a man is incompetent, he should be put on notice promptly and the notice should be followed up by positive action. He also recommended that in contract agent cases it is particularly dangerous from a security viewpoint to permit their cases to linger hoping for a new assignment. They should be told promptly where they stand.

7. Guest Lecturers

25X1 Mr. Baird said that CIA persons serving as guest lecturers are receiving very good receptions. He pointed out that, at a time when our public relations are so important, these people are doing a very fine job. He said he had particularly received commendations from outside the Agency on [] briefings and on Mr. Amory's talks. He cited a case of Mr. Amory at the National War College in which one "hard crusted" Colonel had said he was really bitter about CIA until he heard Mr. Amory's talk and that he was on our side now. Mr. Baird suggested that when calls are received for guest appearances, the man should be selected very carefully. The only difficulty so far has been with substitutes. We should make sure that the substitutes are

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people who really want to represent CIA. Mr. Dulles added his praise to that of Mr. Baird for [] briefings and asked [] to arrange one soon for Secretary Robert Anderson, soon to be Deputy Secretary for Defense.

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8. Agency-wide Promotion Policy

Mr. Reynolds pointed out the serious need of an Agency-wide promotion policy. He said that a paper on this subject will be ready for the Career Service Board meeting Thursday. He said it would not please everybody, but that it was something that is very seriously needed. He pointed out that the average grade studies show that, on the basis of our Table of Organization, the average grade is 9.2 while in the government in general, it is 5.5. In the State Department it is 7.4 and in AEC 7.9. On the basis of our present on-duty figures, our average is 8.5, the highest in U.S. Government. He said we must stabilize the average grade structure of the Agency, as the 8.5 figure represents a steady increase during the history of the Agency. In connection with this problem, he said that the Classification Section hoped to cover 50% of the Agency before the end of the year and will conduct limited studies overseas.

9. Surplus Personnel Problem

Mr. Reynolds said that we have, particularly in the DD/P area, the problem of personnel who have been declared surplus. He said we must make a sincere effort to find places for these people and that a Reassignment Board is undertaking to do this. He pointed out a particular problem in the case of returnees from overseas where we are prone to say that the returnee is an especially qualified man and if we cannot find a place for these particular qualifications, we then declare the man surplus. He says such good men can be retrained in other specialties. He recommended that we freeze all recruitment except in the clerical grades, until this whole matter is settled. He also recommended that T/O's be frozen at the present time. In the same connection, he pointed out the personnel ceiling problem and said that we cannot count on attrition except in the clerical grades to hold us within our ceiling. He said he favored the lowering of the ceilings across the board at the present time. He pointed out that requisitions for personnel should be as specific as possible, and should not simply follow some Civil Service Manual. Mr. Baird pointed out that the Junior Officer Training program must be considered as a separate issue, and Mr. Reynolds agreed.

10. Revision of Files

Mr. Reynolds pointed out that our file problem is still serious throughout the Agency and said that a considerable amount of effort is being expended in this direction. He pointed out that a big problem, that of clandestine security, was being approached very thoroughly.

11. War Plans and Manpower

Mr. Reynolds pointed out that our mobilization requirements in the event of war are of such a nature that we must begin our planning now. He is setting up a group of two or three trained people to study this.

12. The Career Service Program

Mr. Reynolds pointed out that we now have two Career Service programs and that we need to integrate them into the Personnel Office. He said we hope to have this done by June. Mr. Kirkpatrick said that Career Service Board has taken some authority away from AD/PERS and from the supervisors and that current efforts are being made to get this authority back into those hands as much as possible.

13. Personnel Office Public Relations

Mr. Reynolds pointed out that the Personnel Office has a definite need for lateral public relations and in getting themselves understood with the other components of the Agency. He stated that he would appreciate it if each office, when they have something that they think belongs in the Personnel Office, would please communicate with him and the Personnel Office would do their very best to accomplish the task.

14. Temporary Duty Travel Overseas

Mr. Aurell pointed out that in temporary duty travel overseas, certain stations are being over-burdened. He said that in his area the division was coordinating this. He said if all people would cooperated by formalizing their temporary duty in a memorandum, FE will help schedule the trip to prevent stacking up at various stations. Mr. Wisner pointed out that there was an existing notice which requires exactly this procedure, but that it has not been observed. He recommended strict observance. Mr. Amory stated that he had set up a special staff to help out. Colonel White then added that we may be subject to considerable criticism in cases where an individual makes a temporary duty trip to a station and then follows it by a permanent change of station to that area. In some cases it might be considered that the temporary duty trip was made simply to "case the new joint". Such procedures are not authorized.

15. Secure Telephone Circuit

[redacted] announced the development of a secure phone circuit and has an example of it available in his office for inspection. It is now secure up to and including "Secret" and will be secure for "Top Secret" eventually. He said the cost of one 20-unit system would be approximately [redacted]. Mr. Dulles said that we ought to have one establishing communications between Headquarters and the DD/P complex immediately and said that we should commit ourselves to one at this time. Mr. Amory pointed out the need for similar systems with other agencies of the government, and [redacted] said that this was being approached at a higher level.

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